



**FY07 Budget Formulation
FEA Reference Model Revision Summary
Appendix: Business Reference Model Codes**

May 2005

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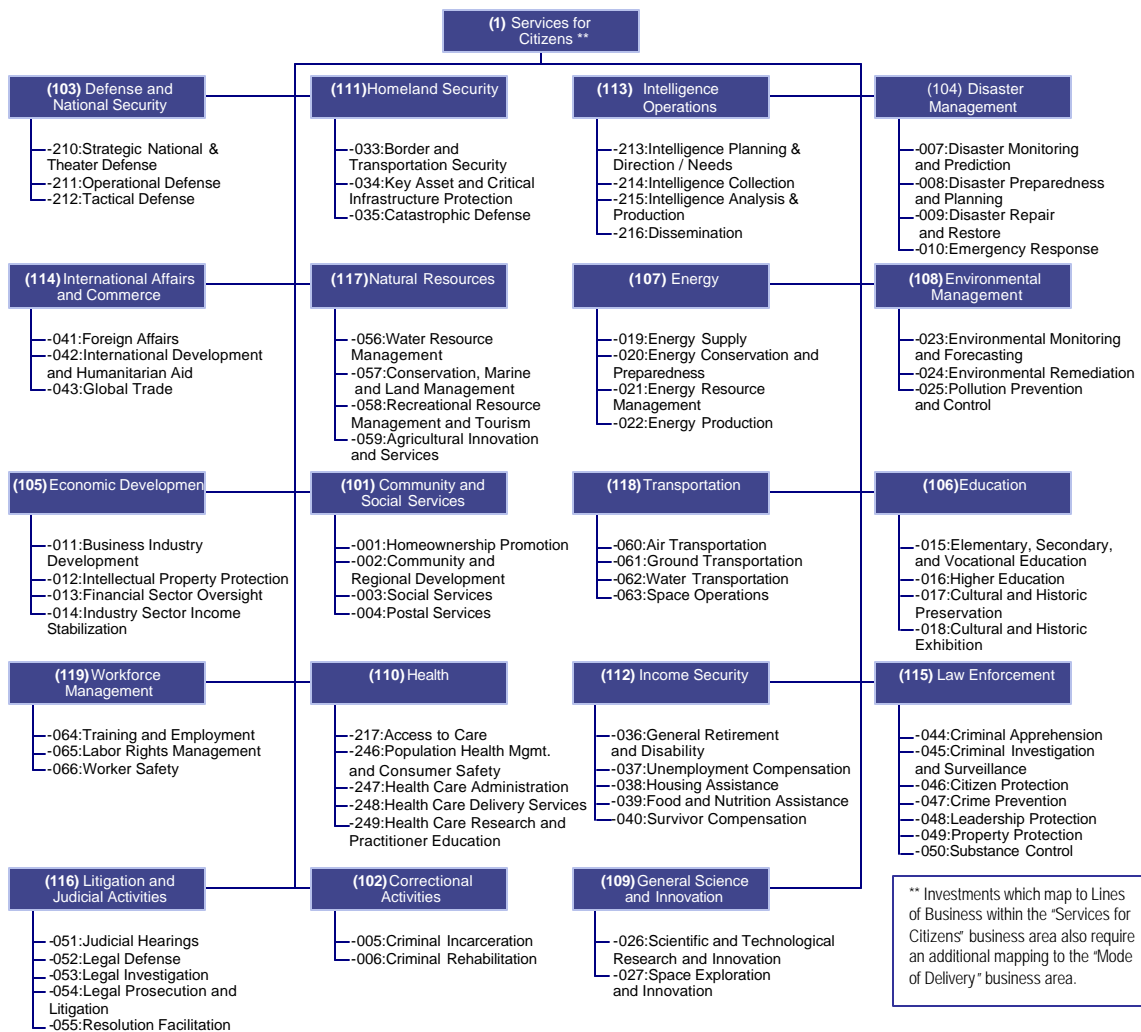
Graphical Format

Agencies should use the numbering schema below to complete the Business Reference Model (BRM)-related requirements to identify the primary and non-primary BRM mappings (refer to A-11 sections 53 and 300). This section provides a graphical representation of the BRM by Business Area. The Business Areas are:

- Services for Citizens
- Mode of Delivery
- Support Delivery of Services
- Management of Government Resources

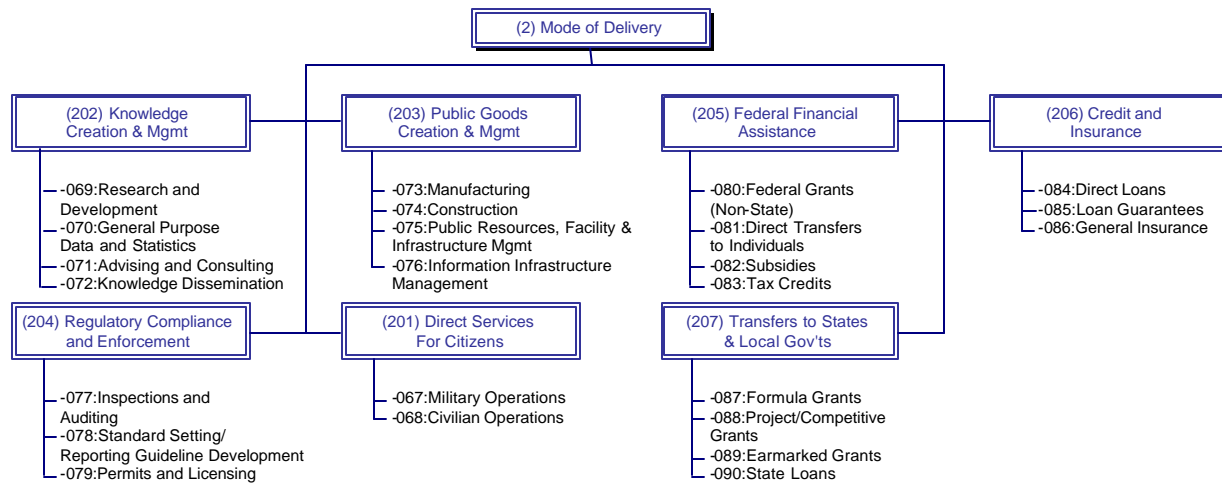
For Business Area, Line of Business (LoB), and Sub-function descriptions, go to page 7. For additional information on the BRM, go to www.egov.gov.

Services for Citizens



Mode of Delivery

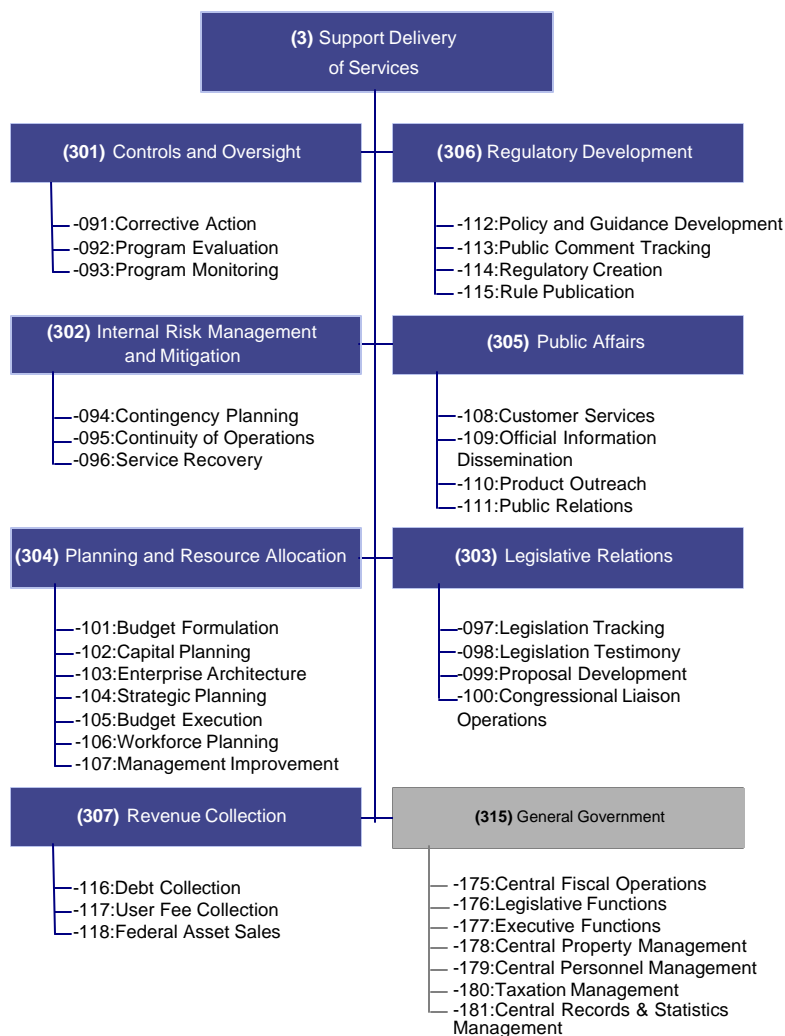
Note: “Mode of Delivery” LoBs and Sub-functions cannot be used for a primary mapping. Investments that have a primary mapping to the “Services for Citizens” Business Area should have a non-primary mapping to “Mode of Delivery.”



Support Delivery of Services

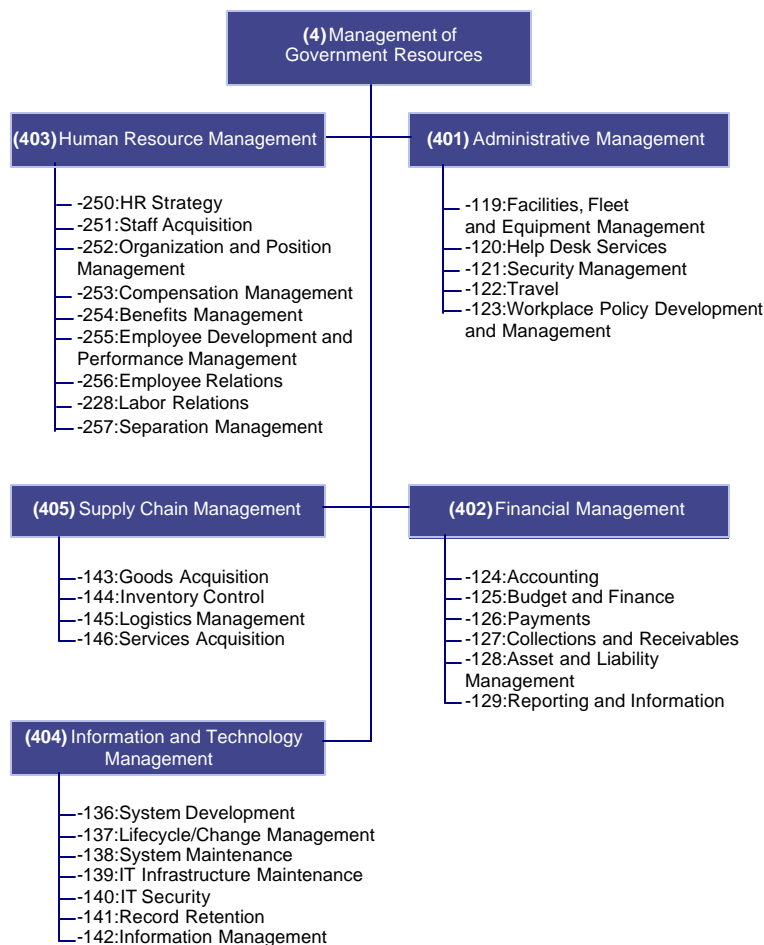
Note: To simplify the budget formulation process, the Federal Enterprise Architecture (FEA) Program Management Office (PMO) has removed the distinction between “agency-specific” and “cross-agency” LoBs and Sub-functions in the “Support Delivery of Services” Business Area. Thus, there will be only one set of BRM codes for this Business Area.

As depicted in the BRM, the “General Government” LoB and its related Sub-functions will remain under the “Support Delivery of Services” Business Area, and they will retain their current BRM codes.



Management of Government Resources

Note: To simplify the budget formulation process, the Federal Enterprise Architecture (FEA) Program Management Office (PMO) has removed the distinction between “agency-specific” and “cross-agency” LoBs and Sub-functions in the “Management of Government Resources” Business Area. Thus, there will be only one set of BRM codes for this Business Area.



Textual Format

This section provides the same information that is in the previous section, but in a textual format. Definitions for the Business Areas, LoBs, and Sub-functions are also presented. For more information on the BRM, go to www.egov.gov.

Business Areas

Below are the Business Areas of the BRM and the codes to be used for each:

Business Area	Code
Services for Citizens – describes the mission and purpose of the United States government in terms of the services it provides both to and on behalf of the American citizen. It includes the delivery of citizen-focused, public, and collective goods and/or benefits as a service and/or obligation of the federal government to the benefit and protection of the nation's general population.	1
Mode of Delivery – describes the mechanisms the government uses to achieve the purpose of government, or its Services for Citizens. It includes Financial Vehicles, Direct Government Delivery, and Indirect Government Delivery. Note: IT investments can no longer map to "Mode of Delivery" as a primary Business Area.	2
Support Delivery of Services – provides the critical policy, programmatic and managerial foundation to support federal government operations.	3
Management of Government Resources – refers to the back office support activities that enable the government to operate effectively.	4

Lines of Business

Below are LoBs of the BRM and the codes to be used for each. The first digit of each three-digit code is the Business Area (BA) code described above.

Note: To simplify the budget formulation process, the FEA PMO is removing the distinction between "agency-specific" and "cross-agency" LoBs in the "Support Delivery of Services" and "Management of Government Resources" Business Areas. Thus, there will be only one set of BRM codes for these LoBs. The "General Government" LoB will remain under the "Support Delivery of Services" Business Area, and it will retain its current BRM code.

Services For Citizens Lines of Business	BA	LoB
Community and Social Services – includes all activities aimed at creating, expanding, or improving community and social development, social relationships, and social services in the United States. This includes all activities aimed at locality-specific or nationwide social development and general social services. This Line of Business includes general community development and social services programs, as well as earned and unearned benefit programs that promote these objectives.	1	01
Correctional Activities – involves all federal activities that ensure the effective incarceration and rehabilitation of convicted criminals.	1	02
Defense and National Security – involves protecting and advancing U.S. national interests and, if deterrence fails, decisively defeating threats to those interests.	1	03
Disaster Management – involves the activities required to prepare for, mitigate, respond to, and repair the effects of all disasters whether natural or man-made.	1	04
Economic Development – includes the activities required to promote commercial/industrial development and to regulate the American financial industry to protect investors. It also includes the management and control of the domestic economy and the money supply, and the protection of intellectual property and innovation.	1	05

Services For Citizens Lines of Business	BA	LoB
Education – refers to those activities that impart knowledge or understanding of a particular subject to the public. Education can take place at a formal school, college, university or other training program. This Line of Business includes all government programs that promote the education of the public, including both earned and unearned benefit programs.	1	06
Energy – refers to all actions performed by the government to ensure the procurement and management of energy resources, including the production, sale and distribution of energy, as well as the management of spent fuel resources. Energy management includes all types of mass-produced energy (e.g., hydroelectric, nuclear, wind, solar, or fossil fuels). Also included in this Line of Business is the oversight of private industry.	1	07
Environmental Management – includes all functions required to monitor the environment and weather, determine proper environmental standards and ensure their compliance, and address environmental hazards and contamination.	1	08
General Science and Innovation – includes all federal activities to meet the national need to advance knowledge in this area. This includes general research and technology programs, space exploration activities, and other research and technology programs that have diverse goals and cannot be readily classified into another Line of Business or Sub-function.	1	09
Health – involves federal programs and activities to ensure and provide for the health and well being of the public. This includes the direct provision of health care services and immunizations as well as the monitoring and tracking of public health indicators for the detection of trends and identification of widespread illnesses/diseases. It also includes both earned and unearned health care benefit programs.	1	10
Homeland Security – involves protecting the nation against terrorist attacks. This includes analyzing threats and intelligence, guarding borders and airports, protecting critical infrastructure, and coordinating the response to emergencies. The Homeland Security Line of Business is defined by the President's Strategy on Homeland Security. Note: Some of the Critical Mission Areas from the President's strategy have already been identified in other Lines of Business in the BRM.	1	11
Income Security – includes activities designed to ensure that members of the public are provided with the necessary means – both financial and otherwise – to sustain an adequate level of existence. This includes all benefit programs, both earned and unearned, that promote these goals for members of the public.	1	12
Intelligence Operations – involves collecting and analyzing information to meet the national security challenges of the U.S. by processing reliable, accurate foreign intelligence and disseminating intelligence products to policymakers, military commanders, and other consumers.	1	13
International Affairs and Commerce – involves the non-military activities that promote U.S. policies and interests beyond our national borders, including the negotiation of conflict resolution, treaties, and agreements. In addition, this function includes: foreign economic development and social/political development; diplomatic relations with other nations; humanitarian, technical and other developmental assistance to key nations; and global trade.	1	14
Law Enforcement – involves activities to protect people, places, and things from criminal activity resulting from non-compliance with U.S. laws. This includes patrols, undercover operations, response to emergency calls, as well as arrests, raids, and seizures of property.	1	15
Litigation and Judicial Activities – refers to those activities relating to the administration of justice.	1	16
Natural Resources – includes all activities involved in conservation planning, land management, and national park/monument tourism that affect the nation's natural and recreational resources, both private and federal. Note: Energy-related natural resources are covered in the Energy Management Line of Business.	1	17
Transportation – involves all federally supported activities related to the safe passage, conveyance, or transportation of goods and/or people.	1	18

Services For Citizens Lines of Business	BA	LoB
Workforce Management – includes those activities that promote the welfare of the nation's workforce by improving their working conditions, advancing opportunities for profitable employment, and strengthening free collective bargaining.	1	19

Mode of Delivery Lines of Business	BA	LoB
Direct Services For Citizens – involves the delivery of a good or service to (or on behalf of) the citizenry by the federal government with no other intervening persons, conditions, or organizations.	2	01
Knowledge Creation and Management – involves the programs and activities in which the Federal Government creates or develops a body or set of knowledge, the manipulation and analysis of which can provide inherent benefits for both the federal and private sector.	2	02
Public Goods Creation and Management – involves the construction, manufacturing, administration, and/or management of goods, structures, facilities, common resources, etc. used for the general well-being of the American public or society at large.	2	03
Regulatory Compliance and Enforcement – involves the direct monitoring and oversight of a specific individual, group, industry, or community participating in a regulated activity via market mechanisms, command and control features, or other means to control or govern conduct or behavior.	2	04
Federal Financial Assistance – involves the provision of earned and unearned financial or monetary-like benefits to individuals, groups, or corporations.	2	05
Credit and Insurance – involves the use of government funds to cover the subsidy cost of a direct loan or loan guarantee to protect/indemnify members of the public from financial losses.	2	06
Transfers to States and Local Governments – involves the transfer of funds or financial assistance from the federal government to state and local governments and Indian tribes.	2	07

Support Delivery of Service Lines of Business	BA	LoB
Controls and Oversight – ensures that the operations and programs of the federal government and its external business partners comply with applicable laws and regulations and prevent waste, fraud, and abuse.	3	01
Internal Risk Management and Mitigation – involves all activities relating to the processes of analyzing exposure to risk and determining appropriate counter-measures.	3	02
Legislative Relations – involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of the federal government.	3	03
Planning and Resource Allocation – involves the activities of determining strategic direction, identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.	3	04
Public Affairs – involves the exchange of information and communication between the federal government, citizens and stakeholders in direct support of citizen services, public policy, and/or national interest.	3	05
Regulatory Development – involves activities associated with developing regulations, policies, and guidance to implement laws.	3	06
Revenue Collection – includes the collection of government income from all sources. Note Tax collection is accounted for in the Tax Collection Sub-function in the General Government Line of Business.	3	07
General Government – involves the general overhead costs of the federal government, including legislative and executive activities; provision of central fiscal, personnel, and property activities; and the provision of services that cannot reasonably be classified in any other Line of Business. As a normal rule, all activities reasonably or closely	3	15

Support Delivery of Service Lines of Business	BA	LoB
associated with other Lines of Business or Sub-functions shall be included in those Lines of Business or Sub-functions rather than listed as a part of General Government. This Line of Business is reserved for central government management operations; agency-specific management activities would not be included here.		

Management of Government Resources Lines of Business	BA	LoB
Administrative Management – involves the day-to-day management and maintenance of the internal infrastructure.	4	01
Financial Management – involves the use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.	4	02
Human Resource Management – involves all activities associated with the recruitment and management of personnel.	4	03
Information and Technology Management – involves the coordination of information and technology resources and systems required to support or provide a service.	4	04
Supply Chain Management – involves the purchasing, tracking, and overall management of goods and services.	4	05

Sub-functions

Below are the Sub-functions for the *Services for Citizens* Business Area.

Note: To simplify the budget formulation process, the FEA PMO is removing the distinction between “agency-specific” and “cross-agency” Sub-functions in the “Support Delivery of Services” and “Management of Government Resources” Business Areas. Thus, there will be only one set of BRM codes for these Sub-functions. The Sub-functions under the “General Government” LoB will remain under the “Support Delivery of Services” Business Area, and they will retain their current BRM codes.

Sub-functions by LoB	
Community and Social Services (101) Sub-functions	Code
Homeownership Promotion – includes activities devoted to assisting citizens interested in buying homes and educating the public as to the benefits of homeownership. Note: Activities devoted to the provision of housing to low-income members of the public are located in the Housing Assistance Sub-function.	001
Community and Regional Development – involves activities designed to assist communities in preventing and eliminating blight and deterioration, assist economically distressed communities, and encourage and foster economic development through improved public facilities and resources.	002
Social Services – involves activities designed to provide meaningful opportunities for social and economic growth of the disadvantaged sector of the population in order to develop individuals into productive and self-reliant citizens and promote social equity. Included in this category are social welfare services extended to children and adults with special needs, such as the orphaned, neglected, abandoned, disabled, etc. Such services include family life education and counseling, adoption, guardianship, foster family care, rehabilitation services, etc. Note: This Sub-function does not include services that are primarily for income support (Income Security) or are an integral part of some other Line of Business (e.g., Health, Workforce Management, etc.). For mapping purposes, this category should only include IT systems that support programs mapped to the “Social Services” budget functional classification.	003

Sub-functions by LoB	
Postal Services – provides for the timely and consistent exchange and delivery of mail and packages between businesses, organizations, and residents of the United States or between businesses, organizations, and residents of the United States and the rest of the world. It also includes the nationwide retail infrastructure required to make Postal Services easily accessible to customers. (Note: The commercial function of mail is more closely aligned with the “Business and Industry Development” Sub-function in the “Economic Development Line of Business.” The international commercial function of mail is more closely aligned with the “Global Trade” Sub Function in the “International Affairs” Line of Business).	004
Correctional Activities (102) Sub-functions	Code
Criminal Incarceration – includes activities associated with the housing, custody and general care of criminals serving time in penitentiaries.	005
Criminal Rehabilitation – includes all government activities devoted to providing convicted criminals with the educational resources and life skills necessary to rejoin society as responsible and contributing members.	006
Defense and National Security (103) Sub-functions	Code
Strategic National and Theater Defense – involves establishing national and multinational military objectives; sequencing initiatives; defining limits and assessing risks for the use of military and other instruments of national power; developing global plans or theater war plans to achieve these objectives; and providing military forces and other capabilities in accordance with strategic plans.	210
Operational Defense – involves linking tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events.	211
Tactical Defense – involves focusing on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives.	212
Disaster Management (104) Sub-functions	Code
Disaster Monitoring and Prediction – involves the actions taken to predict when and where a disaster may take place and communicate that information to affected parties. Note: Weather forecasting, while central to Disaster Monitoring and Prediction, is more closely aligned with the “Environmental Monitoring and Forecasting” Sub-function in the Environmental Management Line of Business.	007
Disaster Preparedness and Planning – involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves the development of emergency management programs and activities as well as staffing and equipping regional response centers, and mitigation focused construction and preparation.	008
Disaster Repair and Restore – involves the cleanup and restoration activities that take place after a disaster. This involves the cleanup and rebuilding of homes, buildings, roads, environmental resources, or infrastructure that may be damaged due to a disaster.	009
Emergency Response – involves the immediate actions taken to respond to a disaster. These actions include, but are not limited to, providing mobile telecommunications, operational support, power generation, search and rescue, and medical life saving actions.	010
Economic Development (105) Sub-functions	Code
Business and Industry Development – supports activities related to the creation of economic and business opportunities and stimulus, and the promotion of financial and economic stability for corporations and citizens involved in different types of business.	011
Intellectual Property Protection – involves all activities to protect and promote the ownership of ideas and control over the tangible or virtual representation of those ideas, including inventions and discoveries; literary and artistic works; and symbols, names, images, and designs used in commerce.	012
Financial Sector Oversight – involves the regulation of private sector firms and markets (stock exchanges, corporations, etc.) to protect investors from fraud, monopolies, and illegal	013

Sub-functions by LoB	
behavior. This also includes deposit protection.	
Industry Sector Income Stabilization – involves all programs and activities devoted to assisting adversely impacted industrial sectors (farming, commercial transportation, etc.) to ensure the continued availability of their services for the American public and the long-term economic stability of these sectors.	014
Education (106) Sub-functions	Code
Elementary, Secondary, and Vocational Education – refers to the provision of education in elementary subjects (reading and writing and arithmetic); education provided by a high school or college preparatory school; and vocational and technical education and training.	015
Higher Education – refers to education beyond the secondary level; specifically, education provided by a college or university.	016
Cultural and Historic Preservation – involves all activities performed by the federal government to collect and preserve information and artifacts important to the culture and history of the United States and its citizenry and the education of U.S. citizens and the world.	017
Cultural and Historic Exhibition – includes all activities undertaken by the U.S. government to promote education through the exhibition of cultural, historical, and other information, archives, art, etc.	018
Energy (107) Sub-functions	Code
Energy Supply – involves all activities devoted to ensuring the availability of an adequate supply of energy for the United States and its citizens.	019
Energy Conservation and Preparedness – involves protection of energy resources from over consumption to ensure the continued availability of fuel resources and to promote environmental protection. This Line of Business also includes measures taken to ensure the provision of energy in the event of an emergency.	020
Energy Resource Management – involves the management and oversight of energy producing resources including facilities, dams, land, and offshore resources.	021
Energy Production – involves the transformation of raw energy resources into useable, deliverable energy.	022
Environmental Management (108) Sub-functions	Code
Environmental Monitoring and Forecasting – involves the observation and prediction of environmental conditions. This includes but is not limited to the monitoring and forecasting of water quality, water levels, ice sheets, air quality, regulated and non regulated emissions, as well as the observation and prediction of weather patterns and conditions.	023
Environmental Remediation – supports the immediate and long-term activities associated with the correcting and offsetting of environmental deficiencies or imbalances, including restoration activities.	024
Pollution Prevention and Control – includes activities associated with identifying appropriate pollution standards and controlling levels of harmful substances emitted into the soil, water and atmosphere from manmade sources. Environmental mitigation projects are also included in this business line.	025
General Science and Innovation (109) Sub-functions	Code
Scientific and Technological Research and Innovation –includes all federal activities whose goal is the creation of new scientific and/or technological knowledge as a goal in itself, without a specific link to the other Lines of Business or Sub-functions of the BRM. NOTE: Research and development programs that directly support another Service for Citizen should not be included here.	026
Space Exploration and Innovation – includes all activities devoted to innovations directed at human and robotic space flight and the development and operation of space launch and transportation systems, and the general research and exploration of outer space.	027
Health (110) Sub-functions	Code
Access to Care – focuses on the access to appropriate care. This includes streamlining efforts to receive care; ensuring care is appropriate in terms of type, care, intensity, location	217

Sub-functions by LoB	
and availability; providing seamless access to health knowledge, enrolling providers; performing eligibility determination, and managing patient movement.	
Population Health Management and Consumer Safety – assesses health indicators and consumer products as a means to protect and promote the health of the general population. This includes monitoring of health, health planning, and health management of humans, animals, animal products, and plants, as well as tracking the spread of diseases and pests. Also includes evaluation of consumer products, drug, and foods to assess the potential risks and dangers; education of the consumer and the general population; and facilitation of health promotion and disease and injury prevention.	246
Health Care Administration – assures that federal health care resources are expended effectively to ensure quality, safety, and efficiency. This includes managing health care quality, cost, workload, utilization, and fraud/abuse efforts.	247
Health Care Delivery Services – provides and supports the delivery of health care to its beneficiaries. This includes assessing health status; planning health services; ensuring quality of services and continuity of care; and managing clinical information and documentation.	248
Health Care Research and Practitioner Education – fosters advancement in health discovery and knowledge. This includes developing new strategies to handle diseases; promoting health knowledge advancement; identifying new means for delivery of services, methods, decision models and practices; making strides in quality improvement ; managing clinical trials and research quality; and providing for practitioner education.	249
Homeland Security (111) Sub-functions	Code
Border and Transportation Security – includes appropriately facilitating or deterring entry and exit of people, goods, and conveyances at and between U.S. ports of entry, as well as ensuring the security of transportation and infrastructure networks, facilities, vehicles, and personnel within the United States.	033
Key Asset and Critical Infrastructure Protection – involves assessing key asset and critical infrastructure vulnerabilities and taking direct action to mitigate vulnerabilities, enhance security, and ensure continuity and necessary redundancy in government operations and personnel.	034
Catastrophic Defense – involves the development of technological countermeasures (chemical, biological, radiological and nuclear [CBRN]) to terrorist threats, conducting laboratory testing on new and promising devices, and conducting basic and applied science that can lead to the development of countermeasures.	035
Income Security (112) Sub-functions	Code
General Retirement and Disability – involves the development and management of retirement benefits, pensions, and income security for those who are retired or disabled.	036
Unemployment Compensation – provides income security to those who are no longer employed, while they seek new employment.	037
Housing Assistance – involves the development and management programs that provide housing to those who are unable to provide housing for themselves including the rental of single-family or multifamily properties, and the management and operation of federally supported housing properties.	038
Food and Nutrition Assistance – involves the development and management of programs that provide food and nutrition assistance to those members of the public who are unable to provide for these needs themselves.	039
Survivor Compensation – provides compensation to the survivors of individuals currently receiving or eligible to receive benefits from the federal government. This includes, but is not limited to, survivors such as spouses or children of veterans or wage earners eligible for social security payments.	040
Intelligence Operations (113) Sub-functions	Code
Intelligence Planning and Direction/Needs – establishes the intelligence requirements of the policymakers, the President, the NSC, military commanders, and other officials in major departments and governmental agencies.	213

Sub-functions by LoB	
Intelligence Collection – involves the gathering of raw data from multiple sources from which finished intelligence is produced.	214
Intelligence Analysis and Production – converts large amounts of data to a form suitable for the production of finished intelligence to include translation, decryption, and interpretation of information stored on film and magnetic media through the use of highly refined photographic and electronic processes.	215
Dissemination – consists of delivering the intelligence products to consumers.	216
International Affairs and Commerce (114) Sub-functions	
	Code
Foreign Affairs – refers to those activities associated with the implementation of foreign policy and diplomatic relations, including the operation of embassies, consulates, and other posts; ongoing membership in international organizations; the development of cooperative frameworks to improve relations with other nations; and the development of treaties and agreements.	041
International Development and Humanitarian Aid – refers to those activities related to the implementation of development and humanitarian assistance programs to developing and transitioning countries throughout the world. Development and aid may include technical assistance (the transfer of knowledge and expertise), and the delivery of equipment, commodities and urgent humanitarian assistance including food aid.	042
Global Trade – refers to those activities the federal government undertakes to advance worldwide economic prosperity by increasing trade through the opening of overseas markets and freeing the flow of goods, services, and capital.	043
Law Enforcement (115) Sub-functions	
	Code
Criminal Apprehension – involves activities associated with the tracking, arrest, detention, and transportation of groups or individuals believed to be responsible for committing federal crimes.	044
Criminal Investigation and Surveillance – includes collecting evidence required to determine responsibility for a crime and monitoring and questioning affected parties.	045
Citizen Protection – involves all activities performed to protect the general population of the United States from criminal activity.	046
Crime Prevention – entails all efforts designed to create safer communities through the control and reduction of crime by addressing the causes of crime and reducing opportunities for crimes to occur.	047
Leadership Protection – involves all activities performed to protect the health and well being of the president, vice-president, their families, foreign leaders and dignitaries, and other high-level government officials.	048
Property Protection – entails all activities performed to ensure the security of civilian and government property as well as foreign diplomatic missions.	049
Substance Control – supports activities associated with the enforcement of laws regarding legal substances (i.e., alcohol and tobacco) and illegal narcotics including trafficking, possession, sale, distribution, and other related activities	050
Litigation and Judicial Activities (116) Sub-functions	
	Code
Judicial Hearings – includes activities associated with proceedings (usually by a court of law) where evidence is taken for the purpose of determining an issue of fact and reaching a decision based on that evidence.	051
Legal Defense – includes those activities associated with the representation of a defendant in a criminal or civil proceeding.	052
Legal Investigation – includes activities associated with gathering information about a given party (government agency, citizen or corporation) that would be admissible in a court of law in an attempt to determine a legal question or matter.	053
Legal Prosecution and Litigation – includes all activities involved with presenting a case in a legal proceeding both in a criminal or civil court of law in an attempt to prove guilt/responsibility.	054
Resolution Facilitation – refers to those activities outside a court of law, such as mediation and arbitration that may be used in an attempt to settle a dispute between two or more	055

Sub-functions by LoB	
parties (government agency, citizen, or corporation).	
Natural Resources (117) Sub-functions	Code
Water Resource Management – includes all activities that promote the effective use and management of the nation's water resources. Notes: Environmental protection of water resources is included in the Environmental Management Line of Business. Hydroelectric energy production is included in the Energy Production Sub-function.	056
Conservation, Marine and Land Management – involves the responsibilities of surveying, maintaining, and operating public lands and monuments, as well as activities devoted to ensuring the preservation of land, water, wildlife, and natural resources, both domestically and internationally. It also includes the sustainable stewardship of natural resources on federally owned/controlled lands for commercial use (mineral mining, grazing, forestry, fishing, etc.).	057
Recreational Resource Management and Tourism – involves the management of national parks, monuments, and tourist attractions as well as visitor centers, campsites, and park service facilities.	058
Agricultural Innovation and Services – involves the creation and dissemination of better methods for farming and forestry, including the development of improved and healthier agricultural and forestry products.	059
Transportation (118) Sub-functions	Code
Air Transportation – involves the activities related to the safe passage of passengers or goods through the air. It also includes command and control activities related to the safe movement of aircraft through all phases of flight for commercial and military operations. Note: The protection of air transportation from deliberate attack is included in the Transportation Security Sub-function in the Homeland Security Line of Business.	060
Ground Transportation – involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over land. Note: The protection of ground transportation from deliberate attack is included in the Transportation Security Sub-function in the Homeland Security Line of Business.	061
Water Transportation – involves the activities related to ensuring the availability of transit and the safe passage of passengers and goods over sea and water. Note: The protection of maritime transportation from deliberate attack is included in the Transportation Security Sub-function in the Homeland Security Line of Business.	062
Space Operations – involves the activities related to the safe launches/missions of passengers or goods into aerospace and includes commercial, scientific, and military operations.	063
Workforce Management (119) Sub-functions	Code
Training and Employment – includes programs of job or skill training, employment services and placement, and programs to promote the hiring of marginal, unemployed, or low-income workers.	064
Labor Rights Management – refers to those activities undertaken to ensure that employees and employers are aware of and comply with all statutes and regulations concerning labor rights, including those pertaining to wages, benefits, safety and health, whistleblower, and nondiscrimination policies.	065
Worker Safety – refers to those activities undertaken to save lives, prevent injuries, and protect the health of America's workers.	066

Below are the Sub-functions for the *Mode of Delivery* Business Area.

Sub-functions by LoB	
Direct Services For Citizens (201) Sub-functions	Code
Military Operations – TBD	067

Sub-functions by LoB	
Civilian Operations – describes the direct provision of a nonmilitary service for the citizen by government employees.	068
Knowledge Creation & Mgmt (202) Sub-functions	Code
Research and Development – involves the gathering and analysis of data, dissemination of results, and development of new products, methodologies, and ideas.	069
General Purpose Data and Statistics – includes activities performed in providing empirical, numerical, and related data and information pertaining to the current state of the nation in areas such as the economy, labor, weather, international trade, etc.	070
Advising and Consulting – involves the guidance and consultative services provided by the federal government to support the implementation of a specific Service for Citizen.	071
Knowledge Dissemination – addresses those instances where the primary method used in delivering a service is through the publishing or broadcasting of information, such as the Voice of America or web-based museums maintained by the Smithsonian. It is not intended to address circumstances where the publication of information is a byproduct of the actual mode of delivery. For example, an agency might perform research (the mode of delivery) addressing a particular Service for Citizen (for example environmental management) and as a result publish a report on the findings. In this instance, the research would be the mode of delivery and publishing the report would be a Support Delivery of Service.	072
Public Goods Creation & Mgmt (203) Sub-functions	Code
Manufacturing – involves all programs and activities in which the federal government produces both marketable and non-marketable goods.	073
Construction – involves all programs and activities in which the federal government builds or constructs facilities, roads, dams, etc.	074
Public Resources, Facility, & Infrastructure Management – involves the management and maintenance of government owned capital goods and resources (natural or otherwise) on behalf of the public, usually with benefits to the community at large as well as to the direct user. Examples of facilities and infrastructure include schools, roads, bridges, dams, harbors, and public buildings. Examples of resources include parks, cultural artifacts and art, endangered species, oil reserves, etc.	075
Information Infrastructure Management – involves the management and stewardship of a type of information by the federal government and/or the creation of physical communication infrastructures on behalf of the public in order to facilitate communication. This includes the management of large amounts of information (e.g., environmental and weather data, criminal records, etc.), the creation of information and data standards relating to a specific type of information (patient records), and the creation and management of physical communication infrastructures (networks) on behalf of the public. Note: Information infrastructures for government use are not included here.	076
Regulatory Compliance and Enforcement (204) Sub-functions	Code
Inspections & Auditing – involves the methodical examination and review of regulated activities to ensure compliance with standards for regulated activity.	077
Standard Setting / Reporting Guideline Development – involves the establishment of allowable limits associated with a regulated activity and the development of reporting requirements necessary to monitor and control compliance with allowable limits. This includes the development of requirements for product sampling and testing, emissions monitoring and control, incident reporting, financial filings, etc.	078
Permits and Licensing – involves activities associated with granting, revoking, and the overall management of the documented authority necessary to perform a regulated task or function.	079
Federal Financial Assistance (205) Sub-functions	Code
Federal Grants (Non-State) – involves the disbursement of funds by the federal government to a non-federal entity to help fund projects or activities. This includes the processes associated with grant administration, including the publication of funds availability notices, development of the grant application guidance, determination of grantee eligibility,	080

Sub-functions by LoB	
coordination of the peer review/evaluation process for competitive grants, the transfer of funds, and the monitoring/oversight as appropriate.	
Direct Transfers to Individuals – involves the disbursement of funds from the federal government directly to beneficiaries (individuals or organizations) who satisfy federal eligibility requirements with no restrictions imposed on the recipient as to how the money is spent. Direct Transfers include both earned and unearned Federal Entitlement programs such as Medicare, Social Security, unemployment benefits, etc.	081
Subsidies – involves federal government financial transfers that reduce costs and/or increase revenues of producers.	082
Tax Credits – allows a special exclusion, exemption, or deduction from gross income or which provide a special credit, a preferential rate of tax, or a deferral of tax liability designed to encourage certain kinds of activities or to aid taxpayers in special circumstances.	083
Credit and Insurance (206) Sub-functions	Code
Direct Loans – involves a disbursement of funds by the government to a non-federal borrower under a contract that requires the repayment of such funds with or without interest.	084
Loan Guarantees – involves any guarantee, insurance, or other pledge with respect to the payment of all or a part of the principal or interest on any debt obligation of a non-federal borrower to a non-federal lender, but does not include the insurance of deposits, shares, or other withdraw able accounts in financial institutions.	085
General Insurance – involves providing protection to individuals or entities against specified risks. The specified protection generally involves risks that private sector entities are unable or unwilling to assume or subsidize and where the provision of insurance is necessary to achieve social objectives.	086
Transfers to States & Local Governments (207) Sub-functions	Code
Formula Grants – involves the allocation of money to states or their subdivisions in accordance with distribution formulas prescribed by law or administrative regulation, for activities of a continuing nature.	087
Project/Competitive Grants – involves the funding, for fixed or known periods, of projects. Project/Competitive grants can include fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants.	088
Earmarked Grants – involves the distribution of money to state and local governments for a named purpose or service usually specifically noted by Congress in appropriations language, or other program authorizing language.	089
State Loans – involves all disbursement of funds by the government to a state or local government (or Indian tribe) entity under a contract that requires the repayment of such funds with or without interest.	090

Below are the Sub-functions for the *Support Delivery of Services* Business Area.

Sub-functions by LoB	
Controls and Oversight (301) Sub-functions	Code
Corrective Action – involves the enforcement of activities to remedy internal or external programs that have been found noncompliant with a given law, regulation, or policy.	091
Program Evaluation – involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.	092
Program Monitoring – involves the data gathering activities required to determine the effectiveness of internal and external programs and the extent to which they comply with related laws, regulations, and policies.	093
Internal Risk Management and Mitigation (302) Sub-functions	Code
Contingency Planning – involves the actions required to plan for, respond to, and mitigate damaging events.	094

Sub-functions by LoB	
Continuity of Operations – involves the activities associated with the identification of critical systems and processes, and the planning and preparation required to ensure that these systems and processes will be available in the event of a catastrophic event.	095
Service Recovery – involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.	096
Legislative Relations (303) Sub-functions	Code
Legislation Tracking – involves monitoring legislation from introduction to enactment.	097
Legislation Testimony – involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.	098
Proposal Development – involves drafting proposed legislation that creates or amends laws subject to Congressional action.	099
Congressional Liaison Operations – involves all activities associated with supporting the formal relationship between a federal agency and the U.S. Congress.	100
Planning and Resource Allocation (304) Sub-functions	Code
Budget Formulation – involves all activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the collection and use of performance information to assess the effectiveness of programs and develop budget priorities.	101
Capital Planning – involves the processes for ensuring that appropriate investments are selected for capital expenditures.	102
Enterprise Architecture – is an established process for describing the current state and defining the target state and transition strategy for an organization's people, processes, and technology.	103
Strategic Planning – entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.	104
Budget Execution – involves day-to-day requisitions and obligations for agency expenditures, invoices, billing dispute resolution, reconciliation, service level agreements, and distributions of shared expenses.	105
Workforce Planning – involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements.	106
Management Improvement – includes all efforts to gauge the ongoing efficiency of business processes and identify opportunities for reengineering or restructuring.	107
Public Affairs (305) Sub-functions	Code
Customer Services – supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.	108
Official Information Dissemination – includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.	109
Product Outreach – relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the number of customers/beneficiaries of those services and programs.	110
Public Relations – involves the efforts to promote an organization's image through the effective handling of citizen concerns.	111
Regulatory Development (306) Sub-functions	Code
Policy and Guidance Development – involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.	112
Public Comment Tracking – involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.	113
Regulatory Creation – involves the activities of researching and drafting proposed and final regulations.	114

Sub-functions by LoB	
Rule Publication – includes all activities associated with the publication of a proposed or final rule in the Federal Register and Code of Federal Regulations.	115
Revenue Collection (307) Sub-functions	Code
Debt Collection – supports activities associated with the collection of money owed to the U.S. government from both foreign and domestic sources.	116
User Fee Collection – involves the collection of fees assessed on individuals or organizations for the provision of government services and for the use of government goods or resources (i.e. National Parks).	117
Federal Asset Sales – encompasses the activities associated with the acquisition, oversight, tracking, and sale of non-internal assets managed by the federal government with a commercial value and sold to the private sector.	118
General Government (315) Sub-functions	Code
Central Fiscal Operations – includes the fiscal operations that the Department of Treasury performs on behalf of the government. Note: Tax related functions are included within the Taxation Management Sub-function.	175
Legislative Functions – includes the costs of the Legislative Branch except for the Tax Court, the Library of Congress, and the Government Printing Office revolving fund.	176
Executive Functions – involves the Executive Office of the President.	177
Central Property Management – involves most of the operations of the General Services Administration.	178
Central Personnel Management – involves most of the operating costs of the Office of Personnel Management and related agencies.	179
Taxation Management – includes activities associated with the implementation of the Internal Revenue Code and the collection of taxes in the United States and abroad.	180
Central Records and Statistics Management – involves the operations surrounding the management of official documents, statistics, and records for the entire federal government. This Sub-function is intended to include the management of records and statistics for the federal government as a whole, such as the records management performed by NARA or the statistics and data collection performed by the Bureau of the Census. Note: Many agencies perform records and statistics management for a particular business function and as such should be mapped to that Line of Business. The Central Records and Statistics Management is intended for functions performed on behalf of the entire federal government.	181

Below are the Sub-functions for the *Management of Government Resources* Business Area.

Sub-functions by LoB	
Administrative Management (401) Sub-functions	Code
Facilities, Fleet, And Equipment Management – involves the maintenance, administration, and operation of office buildings, fleets, machinery, and other capital assets that are possessions of the federal government.	119
Help Desk Services – involves the management of a service center to respond to government and contract employees' technical and administrative questions.	120
Security Management – involves the physical protection of an organization's personnel, assets, and facilities. Involves the physical protection of an organization's personnel, assets, and facilities (including security clearance management). Note: Activities related to securing data and information systems is addressed under the "IT Security" Sub-function).	121
Travel – involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.	122
Workplace Policy Development and Management – includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.	123

Sub-functions by LoB	
Financial Management (402) Sub-functions	Code
Accounting – entails accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of federal funds and expenditure of federal appropriations (Salaries and Expenses, Operation and Maintenance, Procurement, Working Capital, Trust Funds, etc.), in accordance with applicable federal standards (FASAB, Treasury, OMB, GAO, etc.).	124
Budget and Finance – includes the management of the federal budget process including the development of plans and programs, budgets, and performance outputs as well as financing federal programs and operations through appropriation and apportionment of direct and reimbursable spending authority, fund transfers, investments and other financing mechanisms.	125
Payments – includes disbursements of federal funds, via a variety of mechanisms, to federal and private individuals, federal agencies, state, local and international governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, grants, subsidies, loans, or claims.	126
Collections and Receivables – includes deposits, fund transfers, and receipts for sales or service.	127
Asset and Liability Management – provides accounting support for the management of assets and liabilities of the federal government.	128
Reporting and Information – includes providing financial information, reporting and analysis of financial transactions.	129
Human Resource Management (403) Sub-functions	Code
HR Strategy – develops effective human capital management strategies to ensure federal organizations are able to recruit, select, develop, train, and manage a high-quality, productive workforce in accordance with merit system principles. This sub-function includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.	250
Staff Acquisition – establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with merit system principles. This sub-function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.	251
Organization and Position Management – designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.	252
Compensation Management – designs, develops, and implements compensation programs that attract, retain and fairly compensate agency employees. In addition, designs, develops, and implements pay for performance compensation programs to recognize and reward high performance, with both base pay increases and performance bonus payments. This sub-function includes: developing and implementing discretionary, alternative, and non-discretionary compensation programs; administering bonus and monetary awards programs; administering pay changes; managing time, attendance, leave and pay; and managing payroll.	253
Benefits Management – designs, develops, and implements benefit programs that attract, retain and support current and former agency employees. This sub-function includes: establishing and communicating benefits programs; processing benefits actions; and interacting as necessary with third party benefits providers.	254
Employee Development and Performance Management – designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments.	255

Sub-functions by LoB	
Designs, develops, and implements a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission accomplishment. This sub-function also includes conducting employee development needs assessments; designing employee development (e.g., training) programs; administering and delivering employee development programs; managing employee performance; and evaluating the overall effectiveness of the agency's employee development approach.	
Employee Relations – designs, develops, and implements programs that strive to maintain an effective employer-employee relationship that balance the agency's needs against its employees' rights. This sub-function includes: addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing employee accommodation; administering employees assistance programs; participating in administrative third party proceedings; and determining candidate/employee suitability based on information collected outside of the HR process (e.g., background investigation, drug testing, etc.).	256
Labor Relations – manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.	228
Separation Management – conducts efficient and effective employee separation programs that assist employees in transitioning to non-Federal employment; facilitates the removal of unproductive, non-performing employees; and assists employees in transitioning to retirement.	257
Information and Technology Management (404) Sub-functions	Code
System Development – supports all activities associated with the in-house design and development of software applications.	136
Lifecycle/Change Management – involves the processes that facilitate a smooth evolution, composition, and workforce transition of the design and implementation of changes to agency resources such as assets, methodologies, systems, or procedures.	137
System Maintenance – supports all activities associated with the maintenance of in-house designed software applications.	138
IT Infrastructure Maintenance – involves the planning, design, and maintenance of an IT Infrastructure to effectively support automated needs (i.e. platforms, networks, servers, printers, etc.).	139
IT Security – involves all functions pertaining to the securing of federal data and systems through the creation and definition of security policies, procedures and controls covering such services as identification, authentication, and non-repudiation.	140
Record Retention – involves the operations surrounding the management of the official documents and records for an agency.	141
Information Management – involves the coordination of information collection, storage, and dissemination, and destruction as well as managing the policies, guidelines, and standards regarding information management.	142
Supply Chain Management (405) Sub-functions	Code
Goods Acquisition – involves the procurement of physical goods, products, and capital assets to be used by the federal government.	143
Inventory Control – refers to the tracking of information related to procured assets and resources with regard to quantity, quality, and location.	144
Logistics Management – involves the planning and tracking of personnel and their resources in relation to their availability and location.	145
Services Acquisition – involves the oversight and/or management of contractors and service providers from the private sector.	146